

Membership Balance Plan  
Air University Board of Visitors

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, in accordance with the provisions of the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Air University Board of Visitors (“the Board”).
2. Mission/Function: The Board, under the provisions of FACA, shall provide independent advice and recommendations to the Secretary of Defense, through the Secretary of the Air Force, on educational, doctrinal, and research policies and activities of the Air University (“the University”).

The Board shall:

- a. Review and evaluate progress of the educational programs and the support activities of the University;
  - b. Review and evaluate the published statement of purpose, institutional policies, and financial resources of the University; and
  - c. Review and evaluate the educational effectiveness, quality of student learning, administrative and educational support services, teaching, research, and public service of the University.
3. Points of View: The Board shall be comprised of no more than 15 members, who are eminent authorities in the field of air power, defense, management, leadership, and academia.

The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals and bases its selection on this review and the subject matters handled by the Board. The Department has found that viewing complex issues through a multi-discipline advisory committee provides DoD senior leadership and, more importantly, the American public with a broader understanding on which to base subsequent policy decisions.

Each member, based upon his or her individual and professional experiences, provides his or her best judgment on the matters before the Board, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest. The Board members appointed by the Secretary of Defense or the Deputy Secretary of Defense, who are not full-time or permanent part-time Federal officers or employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109 and to serve as special government employee (SGE) members. Those individuals who are full-time or permanent part-time Federal officers or employees shall be approved to serve as regular government employee (RGE) members. The Board members shall be renewed on an annual basis by the Secretary of Defense or the Deputy Secretary of Defense.

The Board’s membership is not static and the Secretary of Defense or the Deputy Secretary of Defense may change the membership based upon work assigned to the Board by the Secretary of

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Defense, the Deputy Secretary of Defense, or the Secretary of the Air Force as the Board's sponsor. In addition, the DoD, unless otherwise ordered by an Act of Congress or Presidential directive, does not use representative members on DoD established or support advisory committees.

4. Other Balance Factors: N/A
5. Candidate Identification Process: The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals with extensive professional experience in the areas of air power, defense, management, leadership, and academia and other matters of special interest to the DoD. Potential candidates are identified by the Board's professional staff and senior DoD career and political officials.

Once professional candidates are identified, the Designated Federal Officer, the Commander and President of the Air University, and the Board's staff review the credentials of each individual and narrows the list of potential candidates before forwarding the list to the Secretary of the Air Force. During the Secretary of the Air Force's review, he or she strives to achieve a balance between the educational and professional credentials of the individuals and the subject matters anticipated to be reviewed by the Board to achieve expertise in the points of view regarding anticipated topics.

Prior to nominating the potential candidates, the list of candidates will undergo a review by the Office of General Counsel of the Department of Defense and the Office of the Advisory Committee Management Officer to ensure compliance with Federal and DoD governance requirements, such as compliance with the Board's charter and membership balance plan. Following this review, the Secretary of the Air Force formally nominates the potential candidates to the Secretary of Defense for approval; pursuant to DoD policy, only the Secretary of Defense or the Deputy Secretary of Defense can invite or approve the appointment of individuals to advisory committees established or supported by the DoD.

Following the Secretary of Defense or the Deputy Secretary of Defense approval, the approved candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

The Secretary of Defense or the Deputy Secretary of Defense may approve the appointment of members to the Board, to include its subcommittees, for one-to-four year terms of service, with annual renewals. However, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, no member may serve more than two consecutive terms of service on the Board, to include its subcommittees.

Board and subcommittee member vacancies will be filled in the same manner as described in the previous five paragraphs above.

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6. Subcommittee Balance: The DoD, when necessary and consistent to the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups deemed necessary to support the Board.

All subcommittee members shall be appointed in the same manner as the Board members; that is, the Secretary of Defense or the Deputy Secretary of Defense shall appoint subcommittee members to a term of service of one-to-four years with annual renewals, even if the member in question is already a Board member. Subcommittee members shall not serve more than two consecutive terms of service, without approval by the Secretary of Defense or the Deputy Secretary of Defense.

Subcommittee members, if not full-time or part-time government employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109, and shall serve as SGE members, whose appointments must be renewed by the Secretary of Defense or the Deputy Secretary of Defense on an annual basis. Those individuals who are full-time or permanent part-time Federal officers or employees shall be approved to serve as RGE employee members. With the exception of travel and per diem for official Board related travel, subcommittee members shall serve without compensation.

Currently, the DoD has approved the following permanent subcommittee to the Board: The Air Force Institute of Technology Subcommittee shall be comprised of no more than fifteen members. The President of the Naval Postgraduate School shall serve as an ex-officio RGE member. The primary focus of the Subcommittee is to provide advice and recommendations to the Board concerning engineering and technology graduate programs. The Board's process for determining Subcommittee membership balance is the same as the process for the Board.

7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the rules and regulations issued by the Office of Management and Budget's Final Guidance on Appointment of Lobbyists to Federal Boards and Commissions (76 FR 61756; October 5, 2011) and the rules and regulations issued by the Office of Government Ethics.
8. Date Prepared: April 29, 2014